



STATE OF WASHINGTON
OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR

DIRECTOR'S REVIEW PROGRAM
521 Capitol Way South, P.O. Box 40911, Olympia, WA 98504-0911
(360) 664-0388 · FAX (360) 586-4694

April 26, 2012

TO: Teresa Parsons, SPHR
Director's Review Program Supervisor

FROM: Kris Brophy, SPHR
Director's Review Program Investigator

SUBJECT: Lance Jauken v. Department of Enterprise Services (DES)
Allocation Review Request ALLO-11-093

Mr. Jauken's position was reallocated due to the consolidation of the Department of Printing into the Department of Enterprise Services on October 1, 2011. Effective that date, Mr. Jauken's position was reallocated from the Department of Printing's classification of "Up to 22" Press Operator Lead" to the Washington State job class Offset Printer Operator Lead. As the Director's designee, I carefully considered the position description on file for his position effective that date, and the information presented during the Director's review conference along with the verbal comments provided by both parties. Based on my review and analysis of Mr. Jauken's assigned duties and responsibilities, I conclude his position is properly allocated to the Offset Printer Operator Lead class.

Background

On October 1, 2011, the former Department of Printing merged with the newly created DES as a result of Engrossed Substitute Senate Bill 5931. The Department of Printing and its classification system ceased to exist on September 30, 2011. Because the WGS classification plan does not include the specific job classes previously used by the Department of Printing, Mr. Jauken's position as an "Up-22 Press Operator Lead" was placed into the Washington State job classification of Offset Printer Operator on a best fit basis (Exhibit 2). Mr. Jauken's position was Y-rated pursuant to Article 40.4 of the Coalition Collective Bargaining Agreement.

On October 14, 2011, the Office of the State Human Resource Director (OSHRD) received Mr. Jauken's Request for a Director's Review form appealing DES's reallocation determination (Exhibit 1).

On March 8, 2012, I conducted a Director's review conference with the parties. Present for the meeting were Mr. Jauken, Mr. Brian Earl, President, Graphics Communications Conference, Teamsters Local 767M, and Mr. Tony Brown, DES-HR.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the

volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

Mr. Jauken works on day shift and serves as a journey level small press operator lead for the Printing Division of DES. He leads two small press operators and additionally performs a variety of complex high-volume, high-quality printing work for the DES print shop.

The PDF for Mr. Jauken's position, effective October 1, 2011 describes his duties and responsibilities as follows:

- 90% Journey press operator will spend 90% of their time assigned to various sizes and types of printing presses, working under minimum supervision. Performing all aspects of high volume high quality complex printing. Including job ticket interpretation, job setup, press checks, color match through entire run, making all necessary adjustments to ensure the highest quality printed product in timely manner. Overseeing press assistants and or press apprentices as assigned. Exhibiting thorough competence in the key areas of safety, maintenance, ink systems operation, press operation, troubleshooting, and quality control. Follow Printflow schedule and use Monarch to accurately track work.
- 5% The journey press operator will spend 5% of their time loading paper for printing, relocating paper stock and other printing supplies, this is done by lifting, bending, twisting, squatting, walking, carrying using a pallet jack or forklift.
- 3% The journey press operator will spend 3% of their time developing working relationships with other press, prepress and bindery personnel for the purpose of learning about and understanding layout, pagination, creep, trap, when to run perfect, when to run sheetwise paper grain, window framing, folding, offset from clamp pressure and other problems that can be recognized in time to prevent higher costs or delays to the production process.
- 2% The journey press operator may spend 2% of their time learning about the entire Department of Printing, how jobs are produced from start to finish. About entering time on shop floor, Design, Customer Service and Planning and other Departments.

Mr. Jauken stated during the review conference that he coordinates and directs daily work flow activities and leads the small press unit's staff. He has primary responsibility for reviewing and coordinating all job tickets with the Print shop's scheduler. He oversees the unit's daily work flow and assigns work to the unit's small press operators - Mr. Harding and Mr. Dionne. Mr. Jauken has primary responsibility to ensure proper supplies, parts and inventory items are available for each job ticket and the unit as a whole. He works with other Print Shop staff to coordinate activities such as bindery and fulfillment. Mr. Jauken ensures work is accurately reported in the shop's Monarch tracking system.

Mr. Jauken clarified that he also works as a journey level small press operator on the following equipment:

- Halm Jet press. The Halm Jet press is a 12 inch-by-18 inch, specialty two-color press designed to run envelopes. It has the capability to print on the back flap, and imprint high-quality logos. It uses a polyester plate.
- Ryobi 2 color Jet press. This is a 20 inch press that is capable of using up to 22" paper. The primary purpose of this press is to print covers for booklets. It is used primarily when the larger presses are printing pamphlets to print up to 22" covers for those jobs. The press can also run posters, postcards, and letterheads. This press uses metal plates only. It will do high quality print "screening" (graying). The press can run up to 8500 impressions per hour (IPH) although they do not generally print at that speed.
- Itech single color press. This press uses up to 17.5 inch paper. It is primarily used to complete smaller and non-color jobs includes covers and letterheads that can't be produced on a desktop printer. It prints at the same rate as the Ryobi which is up to 8500 IPH. It also uses polyester plates.
- 1250 Multilith press. This press prints up to 12 inch stock. It is used very rarely for small jobs and small specialty envelopes such as the legislature's gold foil envelopes. This press uses polyester plates.

Summary of Mr. Jauken's Perspective

Mr. Jauken's asserts there is no class in the general government classification system which fully and accurately describes his duties and responsibilities for working as a journey level press operator lead on presses up to 22 inches. Mr. Jauken asserts the complexity and volume of work he performs exceeds the requirements of the general government classifications in general and the Offset Printer Operator Lead specifically. Mr. Jauken asserts he does not operate cutters, folders, collators, or other bindery machines. Mr. Jauken asserts a new class needs to be created to adequately describe the full scope of his small press operator duties.

Summary of DES's reasoning

DES acknowledges the existing general government job classes may not provide a perfect fit for the unique functions assigned to employees operating equipment in the print shop. However, DES asserts that of the available class specifications within the general government classification system, Mr. Jauken's position is properly reallocated to the Offset Printer Operator Lead class.

Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by definition and distinguishing characteristics are primary considerations.

Comparison of Duties to Offset Press Operator

The Definition for this class states:

Operate and maintain offset press equipment 25 x 38 or larger.

The Distinguishing Characteristics for this class state:

Positions in this class perform journey level press work including four-color process.

Mr. Jauken's position does not meet the primary requirement of this class of operating and maintaining offset press equipment 25 x 38 or larger which includes performing four-color processing. The equipment Mr. Jauken works with has a maximum sheet size of up to 22 inches and up to two-color processing. This class does not address Mr. Jauken's lead responsibilities. For these reasons his position should not be allocated to this class.

Comparison of duties to Printer-Lithographer

The Definition for this class states:

Perform journey-level work in the setup and operation of offset presses capable of four-color processes which have three or more ink form rollers and larger offset presses.

The Distinguishing Characteristics for this class states:

Under general supervision, set up and operate offset presses capable of four-color processes which have three or more ink form rollers and larger offset presses. Set up and operate a variety of machines such as power cutters, folders, a variety of binding machinery, electronic composing and image setting equipment, horizontal process cameras, and related production equipment. Positions in this class must have a thorough knowledge of at least one of the following categories: Printer (composition and pre-camera layout), Camera/Stripper, Press or Bindery.

Mr. Jauken's position does not reach the basic requirement of this class of working on presses capable of four-color processing. This class also does not address Mr. Jauken's lead responsibilities. For this reasons his position should not be allocated to this class.

Comparison of Duties to Offset Printer Operator Lead

The Definition for this class states:

Lead assigned Offset Printer Operators and perform printing and related work.

The Department of Personnel's Glossary of Classification Terms defines "lead" as: "An employee who performs the same or similar duties as other employees in his/her work group and has the designated responsibility to regularly assign, instruct, and check the work of those employees on an ongoing basis."

Mr. Jauken performs a variety of very specialized tasks that are unique to specific types of printing press equipment he works on and the technical aspect of his job requires specialized skills to perform his work. However, based on the job classes currently available within the general government classification system to allocate Mr. Jauken's position, the overall thrust of his position, and the majority of his duties as a whole, falls within the scope and level of responsibility stated in the Definition of this class.

Although the Typical Work examples do not form the basis for an allocation, they lend support to the work envisioned within a classification. The following provides an example of the level of work assigned to the Offset Printer Operator Lead class, as stated on the class specification:

Regularly assign, instruct and check the work of employees; ensure quality reproduction standards;

Inspect negatives for quality and position negatives on flats for plate making;

Perform routine equipment maintenance and repair;

Perform the duties of an Offset Printer Operator;

May prepare paste-up for cameras;

May prepare plate and master files;

Perform related duties as required.

Mr. Jauken's position includes designated lead responsibility for other employees in his work unit as required by the definition for this class. Mr. Jauken also performs a variety of high volume, high-quality and complex printing and related work. His duties are consistent with the work performed in the Offset Printer Operator Lead class. As referenced in the definition for the Offset Printer Operator class, Mr. Jauken operates and maintains offset printing presses, one of which is capable of two-color printing of materials up to a maximum sheet size of 22 inches.

Additionally Mr. Jauken's duties are consistent with these statements. Mr. Jauken operates the unit's photographic camera equipment to produce the polyester and metal plate masters prior to printing. He oversees and also performs routine equipment maintenance and repair. He performs duties consistent with the Offset Printer Operator class including inspecting and maintaining quality reproduction standards. He makes machine pressure, moisture, ink and paper flow adjustments and alignments for various stock sizes and weights to produce high quality products. Mr. Jauken oversees and maintains production and other records using the shop's "Monarch" tracking system.

When determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. See *Dudley v. Dept. of Labor and Industries*, PRB Case No. R-ALLO-07-007 (2007).

Based on the overall duties and responsibilities assigned to his position, effective October 1, 2011, the Offset Printer Operator Lead classification best describes Mr. Jauken's position.

It is clear Mr. Jauken performs skilled work in a professional manner. A position's allocation is not a reflection of performance or an individual's ability to perform higher-level work. Rather, it is based on the majority of work assigned to a position and how that work best aligns with the available job classifications. Based on the level and scope of the overall duties and responsibilities assigned to Mr. Jauken's position, the Offset Printer Operator Lead classification is the best fit.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911.

You may file in person at 521 Capitol Way South, Olympia, Washington. Fax number (360) 586-4694.

For questions, please call (360) 664-0388.

If no further action is taken, the Director's determination becomes final.

c: Lance Jauken, DES
Brian Earl, GCC
Tony Brown, DES
Lisa Skriletz, DOP

Enclosure: List of Exhibits

Lance Jauken v DES (ALLO-11-093)

List of Exhibits

1. Request for Director's Review Form for Lance Jauken, received October 14, 2011.
2. Reallocation decision letter for Lance Jauken from DES dated October 1, 2011.
3. Position Description Form in effect on October 1, 2011.
4. Offset Printer Operator Lead Class Specification, 205O.
5. Printer-Lithographer Class Specification, 207O.
6. Offset Press Operator Class Specification, 207K.